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Approved For Release 2003/06/17 : CIA-RDP80R01731R003400100016-1

6 June 1951

MEMORANDUM

SUBJECT: Conversation with Jean Moreau

I had a very enjoyable discussion with Jean Moreau on 5 June over cold salmon at the Army and Navy Club. There were three points which our discussion included: first, the liaison question; second, the distribution of materials coming into CIA; and third, the question of the Commerce memorandum and our endorsement of the Commerce requirement.

1. Liaison Question: The object of our discussion here was to examine what arguments there are for continuing the separate existence of the liaison function in O/CD and that in O/IC. We started from the basic premise that to join the two together would be ill-advised and then sought the arguments which would support that assumption. Two principal points emerged:

a. that liaison of the sort which is carried on by O/CD is inseparably linked with dissemination of documents and with the placing and processing of requirements. Hence, any movement of the liaison function from O/CD would necessarily involve either combining or else moving both the dissemination and requirements functions of O/CD to O/IC;

b. O/CD liaison is substantive while the liaison conducted by O/IC might be described as operational. The two exist ~~under~~ on two different levels and have practically nothing in common. I shall now prepare a memorandum which I can make the basis of further discussion with Jean Moreau and eventually will be the basis of JQR's memorandum forward.

2. On the distribution of intelligence materials coming into CIA: Our objective was to see whether the wastage involved could be prevented in two situations: (1) the waste of analysts' reading time; and (2) the waste of time and personnel in controlling the flow of these documents. Two points were made:

a. O/CD has already in existence the machinery for strictly controlling the flow of documentary materials within CIA. This machinery is entirely responsive to the demands of the analysts and if the policy were agreed upon the major flow of documents could be very easily diverted from the desks of analysts to some central repository. The problem in this respect (given the machinery which O/CD has) clearly rests with the producing offices who must establish the governing policies which will control the requirements set by their analysts. Moreau's feeling is that the

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analysts up to the present time, at any rate, have always insisted on getting as much documentary material as possible and that if you try to cut them off from it they feel lost and insufficient. Moreau also noted in passing that within a year's time he hopes to have completely operative a system of microfilming incoming documentary material which will add even a greater flexibility to present methods of controlling the flow of this material.

b. The second point was that while noting the importance of the waste of personnel and time in information control activities from the O/CD point of view there is no question of cutting down on the number of copies received from outside agencies. In this respect Moreau tells me there is no appreciable waste except in paper and at the present time paper is not short. The policy under which O/CD operates is to order the maximum number of copies on a continuing basis covering all receipts from a given agency because it is easier to do so and then destroying those copies for which there are no immediate demand. As a tax payer one might rebel a little bit at the waste of paper but clearly it requires no more personnel time and little more ditto ink to provide seven copies than to provide two.

3. On the question of O/CD's endorsement of the Commerce Requirement it developed in a fairly frank discussion that O/CD has very little liking for the IAD set up and consider Nordbeck to be exceedingly sensitive on such matters, wanting, in fact, to have a say in the control of anything that flows into State. As a matter of fact Moreau considers this whole problem of the Commerce requirement and its rejection by State as an affair between Commerce and State, out of which he would just as soon stay. Clearly, the O/CD action in answering the Commerce question as to the utility of the information sought to CIA (tantamount to an endorsement of the Commerce request) is a very active participation by O/CD in this particular Commerce versus State discussion. I pointed out to Jean that their memorandum probably would have proven unexceptionable had they taken the pains to discuss it first with IAD or even to have sent IAD an information copy of the memorandum and Moreau agreed that their decision not to notify IAD was under the circumstances somewhat childish on their part. By a device of circumlocution I tried to drive home the disadvantage of the sort of relationship which ought to subsist between O/CD and IAD of a petty jurisdictional approach. The indirection which I used was to suggest that perhaps Nordbeck was being a little bit jurisdictional in his attitude toward the situation. I do not think the point was lost on Moreau. I also reiterated our understanding of the IAD objective of trying to limit the comprehensive requirements laid upon Foreign Service Reporting, in the interests of getting better service to immediate and pressing requirements from CIA as well as from other requestors.

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